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Job Satisfaction: Comparisons Among Diverse Public Organizations in the UAE

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Abstract: People live in a multicultural society, where different sets of values and principles interact on a daily basis. In business, people from different parts of the world work together in an environment so rich in diverse cultural ideas and attitudes that it presents a huge chance for development through the huge flow of creative ideas, or the total opposite: an environment that easily can spark conflicts (Chapman, 2010). Globalization integrates different concepts about job satisfaction and adds a new dynamic to this rich world (Wormer, 2005) of opportunities. Regardless of origins, it is hard for an employee to perform a job day after day and still feel thrilled over time (Lee, 2005), or worse, for an employee to have a job that he/she never enjoyed in the first place. How can management reach higher levels of job satisfaction? How does the organization get involved in enhancing its employees' sense of job satisfaction? How does job satisfaction relate to organization communication theories? This research focuses on the meaning of job satisfaction, its challenges, and how to effectively increase employee satisfaction. The aim of this research is to explore the sense of job satisfaction and the struggles employees face in government organizations by using a case study of different organizations in the UAE. One of the main research findings is job satisfaction is based on effective management, communication, facilities, and benefits, including salaries, technologies, and future job directions.

Key Words: Models of job satisfaction; Equity theory; Challenges and work approach; Measuring job satisfaction

INTRODUCTION

The definition of job satisfaction is the enjoyable and emotional state resulting from the evaluation of one's job (Danish & Usman, 2010) or job experiences; the employee feels fulfillment and pride in achieving the business's goals. Job satisfaction occurs when someone feels he/she has proficiency, value, and is worthy of recognition (Garcez, 2006). Therefore, job satisfaction is a worker's sense of achievement and is generally noted to be directly (Cranny, Smith & Stone, 1992) associated to improved efficiency as well as to personal welfare. Job satisfaction is the belief of the employee that he/she is doing a good job, enjoying the process, and being suitably rewarded for the effort. Job satisfaction is a measure of how happy workers are with their jobs and work environment. Keeping morale high among workers is of fabulous benefit to any company, as content workers will be more likely to produce more results, take fewer days off, and

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remain loyal to the company. There are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement (Brown, 1996).

There are different types of organizations—such as public and private—and despite the differences (Brief, 1998) in their goals, these business organizations have similar methods of employee management. In general, both are defined as groups of people who work together in order to achieve certain goals. These organizations face different challenges and obstacles in conducting their work (Everett, 1995) as they play their roles in their society, which result in the success or failure of the organization. Of course, success of any organization, regardless of societal role, is related to the power that comes from employees and their motivation and satisfaction in doing their work. Scholars like Cote and Morgan (2002) define job satisfaction as a person's positive feeling of the position and acceptance of his/her work. Individuals who are motivated to work and are influenced in a positive manner feel comfortable and happy about their jobs. Job satisfaction is not the same as motivation, but they are linked together; motivation is said to be a factor that encourages an individual's satisfaction and acceptance of their jobs. Organizations work hard to reach higher levels of employee job satisfaction (Saari & Judge, 2004).

This study focused on three main concepts: models of job satisfaction, including Affect Theory and Dispositional Theory; creating and losing job satisfaction, focusing on the Job Characteristic Model; and Measuring Job Satisfaction. The last concept is connected with a survey that was distributed among 325 employees, 183 male and 142 female, in two Al-Ain and Dubai municipalities: the Higher Corporation for Specialized Economic Zones in Abu Dhabi and RAK (Ras AlKaimah) Investment Authority. Also, there are 12 employees interviewed regarding their work and in each organization to assemble facts about job satisfaction levels and the different factors that affect their work. The employees were of different educational levels and positions, including eight females and six males. The interviews were held over 4 working days in each organization and consisted of 14 questions because of the employees' limited time; some of the interviews were distributed online. In both organizations, the employees were cooperative and gave honest answers and explanations about their careers, job satisfaction, and their organizations.

This research will emphasize job satisfaction as an issue that effects organizations. The interview method presents a comparative study between two governmental organizations in UAE—the Al-Ain municipality and the Dubai municipality. Interviews and focus groups create credible information, reflecting community and private views (Morgan, 1993), and attentiveness to describe and present more sensitive issues in interviews (Kaplowitz, 2000). The researcher was unable to conduct focus groups in both organizations due to the employees' busy work schedules and varying break times (Harris & Brown, 2010). As a result, the researcher alternated between the survey and interview methods to collect the information. New studies encourage researchers to switch between quantitative and qualitative methods.

Surveys and interviews are seen as having differing and possibly complementary strengths and weaknesses. While questionnaires are usually viewed as a more objective research tool that can produce generalizing results because of large sample sizes, results can be threatened by many factors, including: faulty questionnaire design; sampling and non-response errors; biased questionnaire design and wording; respondent unreliability, ignorance, misunderstanding, reticence, or bias; errors in coding, processing, and statistical analysis; and faulty interpretation of results. (Harris & Brown, p. 2, 2010)

So, the aim of gathering information using two types of methods is to gain in-depth details and to limit the weaknesses of each method. Many scholars prefer to use mixed methods in social and behavioral science in order to construct morality among scientists (Guba & Lincoln, 1994). Without research methods, it is difficult to get appropriate results and logical studies, because "...research methodologies are merely tools, instruments to be used to facilitate understanding" (Morse 1991, p.122).

Research hypotheses are:

Employees who receive larger salaries are more satisfied in their work.

Creative employees are more motivated and fulfilled by their jobs.

The more experience workers achieve, the more job satisfaction they receive.

To test these hypotheses, this research will present theoretical background about the concept and models of job satisfaction, how to create job satisfaction, the challenges of assuring job satisfaction, the analyses of

the interviews, statistical information and charts regarding the survey method, and the practical reality of job satisfaction in business organizations.

LITERATURE REVIEW

The magnitude of job satisfaction

Job satisfaction is an essential factor that affects employees' initiative and enthusiasm. A lack of job satisfaction can lead to increased absenteeism and unnecessary turnover in the workplace. Job satisfaction is a major factor in personal satisfaction (Locke, 1976), self-respect, self-esteem, and self-development. Job satisfaction increases the degree of happiness in the workplace, which leads to a positive work approach. A satisfied worker is creative, flexible, innovative, and loyal ("Enotes", 2010).

Job satisfaction in general means the work force is motivated and committed to high quality performance. Improving the quality of working life will help employees to increase productivity (the quantity and quality of output per hour worked). Unhappy employees are not motivated to work hard and give 100% of their efforts over a long period of time. Job satisfaction is also linked to a healthier workforce and has been found to be a good indicator of longevity for a company (Argyle, 1989). It is important for the worker to feel satisfied doing his/her job and feel great value for his/her efforts. Job satisfaction brings a delightful emotion (Brown, 1996), which leads to an optimistic work manner. A satisfied worker is more likely to be creative and show more durability (Engleza, 2007). Companies and organizations that considered most the job satisfaction of the workforce with regards to the efficiency of work and the number of hours also had higher quality performances among its employees. Research shows that more satisfied workers tend to add more value to an organization. Unhappy employees who are motivated by fear of job loss do not give 100% of their effort for very long (Akerlof, Rose & Yellen, 1988).

The dimensions of job satisfaction

The perceptions of job satisfaction vary among scientists and scholars. The reason is related to the numerous concepts, values, beliefs, and cores of interest among scholars to identify the circumstances (Ting, 1997) of the surrounding environment that are considered elements in measuring and defining job satisfaction. The concept explored here began as simple definition that satisfaction is anything that leads to fulfillment (Locke, 1976), joy, and happiness. Job satisfaction, employee morale, and a good attitude toward a job show the importance of individual feeling. Other scholars define job satisfaction as the sum of individual feelings toward the job and the emotional fulfillment that individuals reach in their work. Yet for many researchers the meaning of job satisfaction has shifted from a concentration on the feelings that individuals have towards their job to complex concepts used to determine the component of job satisfaction and its multiple sides (Al-Haydar & Bin Taleb, 2005).

Many scholars, like Maslow (1943), agree that the feeling of satisfaction in a job positively influences the achievements of employees, while dissatisfaction can negatively reflect on their performance. The feeling of satisfaction or dissatisfaction develops into a condition of internal psychological emotion, which appears as behaviors observed through the individual's performance (Motowidlo, 1996). Job satisfaction has multiple dimensions and sides, influenced by different factors; some are related to the work itself, while others are connected to the peer work group and surrounding work environment. It is erroroneous to believe that increased satisfaction in one aspect of a job results in satisfaction with other dimensions of the job. For example, we may find some employees are satisfied with their relations with their colleagues, but dissatisfied with the salary or work conditions. This leads us to understand that job satisfaction is not absolute, but is a problem related to multiple factors (Borjas, 1979).

Dunnette & Jorgenson (1972) assert that job satisfaction is the sum of relations and interactions between workers' desires, expectations, and the value of what their jobs offer. Therefore, job satisfaction is the sum of social, physiological, and environmental circumstances that make an individual pleased about their work (Clark & Oswald, 1996). The concept of job satisfaction has multiple dimensions that represent the overall satisfaction the individual gets from the work itself, as well as from work groups, superiors (Clark &

Oswald, 1994), and the work environment. In achieving job satisfaction, the individual may become highly satisfied with one (Freeman, 1978) dimension while remaining dissatisfied with others. For example, it is possible for the employee to be satisfied with the organizational policies while indicating a low level of satisfaction towards colleagues. In this situation, (Al-Haydar & Bin Taleb, 2005), the organization must seek to develop the satisfaction of its employees by determining the dimensions its employees complain about to improve positive feelings. Determining the factors that create job satisfaction in the work environment rely (Al-Haydar & Bin Taleb, 2005) upon seven dimensions: the work itself, supervision, the organization and its management, promotion opportunities, pay and other financial benefits, coworkers, and working conditions (Green, 2002).

How to Create Job Satisfaction

What are the fundamentals of a job that create job satisfaction? Organizations produce job satisfaction by putting systems (Hamermesh, 2001) in place to make sure that workers are challenged and then happy over their successful outcomes. Organizations need to focus on plans to accomplish job satisfaction through multiple steps, some of which can include:

- Increased creativity
- Increased accountability
- Secure work atmosphere
- Accessibility to a manager who provides timely feedback and support
- Updated technology
- Competitive salaries and opportunities for promotion (The Harvard Professional Group, 1998)

So, the most important objective for increased job satisfaction is providing factors that make employees happy with their work, but it varies among workers (Levy-Garboua & Montmarquette, 2002). Job satisfaction is also influenced by the employee's characteristics, the manager's personal characteristics, the management style of the business, and the nature of the work itself. Managers who want to maintain a high level of job satisfaction among their workforce must try to understand the needs of each employee. For example, managers can enhance worker satisfaction by placing people with similar backgrounds and experiences in the same workgroups (Orisatoki & Oguntibeju, 2010). Also, managers can enhance job satisfaction by carefully matching workers with their preferred type of work. Someone who does not pay attention to details would have difficulty with finely detailed work (Arches, 1991), and a shy worker would face difficulties in being a good salesperson.

Consequently, managers should match job tasks to employees' personalities and skills ("Enotes", 1998). Managers can create a good work environment using steps. Job enrichment is one of these steps. Job enrichment is an upgrade in responsibility. It usually includes increased recognition and greater chances for advancement (Rentner & Bissland, 1990) developments, learning, and achievements. There are many companies that use job-enrichment programs to enhance worker motivation and job satisfaction ("Enotes", 1998). Good administration is also important for creating more self-confidence, higher efficiency, and greater work values as a sense of purpose and meaning for the entire organization and its employees.

Studies show that job distinctions, such as reimbursements, promotional opportunities, and skills training, as well as organizational uniqueness (Rentner & Bissland, 1990), increased duties, and improved relationships with supervisors and coworkers, all have a great effect on job satisfaction. These job characteristics can be carefully managed to produce better job satisfaction (Poulin, 1994). A worker who becomes committed to his job will increase good elements in the work environment. Many of those employees ask themselves questions such as: Am I close to expressing my full potential in my work situation? (Everett, 1995) What features of the workplace are helpful? What aspects of the work are enjoyable? What kind of experiences I have received?

How to Increasing Employee Satisfaction

Here are six agreed-upon instructions for support employee satisfaction in business:

1. Guarantee that each employee knows the company's aims, missions, and goals

Happy employees care about the company's accomplishments and achievements (Robert, 1993). Priorities and responsibilities are divided among employees according to each person's work rank and job classification ("Morebusiness", 2010).

2. Provide obvious opportunities

Every employee must know his job duties, and identifying each worker's duties clearly is one of the best ways to improve employee satisfaction. This should include a distinct job description with goals and expectations. Set an agenda to carry out semi-annual or at least annual job performance evaluations ("Morebusiness", 2010). Analyzing performance over a period of time and comparing it to the original expectations is an essential step. If all employees unmistakably know what is expected of them, they have a much easier time accomplishing their goals (Weiss, 2002).

3. Empower employees

Many employees hate to be micro-managed. Often people get more job satisfaction when they are familiar with their workgroups and managers, and trust them to provide empowerment. Sometimes this means allowing customer service people to make their own decisions on improving customer relations. Empowerment gives workers ownership of their jobs, and it makes them more creative within the company (Cote & Morgan, 2002).

4. Reward Employees

When was the last time you commended an employee for a job well done? Workers like to know that their efforts are appreciated. Rewarding workers can be as simple as a verbal "job well done." Other rewards for improving working conditions can be in the form of a cash bonus ("Morebusiness", 2010) or gift card for taking initiative, or a promotion, even if it is just in title (Wegge, Schmidt, Parkes & Van Dick, 2007).

5. Team-Building Activities

Improving employee satisfaction includes building and improving your work team. Team-building activities might include inviting your workers ("Morebusiness", 2010) together to a day retreat where goals are discussed and ideas are introduced. Management might consider hiring a team-building consultant to perform activities with employees. One example of a simple team-building exercise is setting a team goal and, if it is met, rewarding the employees (Saari & Judge, 2004) with a team lunch or even a movie.

6. Reasonable Compensation

Salary is last on the list because it is not the top priority for employee satisfaction according to human resources polls. Employees would much rather be recognized for their efforts ("Morebusiness", 2010) and be rewarded per job well done than just receive an excellent salary. That doesn't mean you should skimp, however. Be sure you offer salaries that are comparable to other positions in your industry. Include the other benefits you should offer (Mount & Johnson, 2006), such as insurance, retirement contributions, and attractive time-off packages.

MODELS OF JOB SATISFACTION

Discrepancy theory was developed by Lawler, who agreed that job satisfaction was determined by a motivational structure. This idea dealt with how an individual measures job satisfaction based on what the

employee gets versus what the employee believed he or she deserved. "Satisfaction is determined by the difference between the exact amount a person receives and what they expect. Therefore, dissatisfaction occurs when a person receives less or more than what was expected" (Steven, 2008, p.30). Social Psychologist Bandura developed the social influence hypothesis theory, which explains there is a social consequence where a person wants what they recognize others around them to desire.

Lawler's discrepancy theory suggests that a person's job satisfaction or dissatisfaction comes from what they feel is important, valuable, or worthwhile rather than the fulfillment or un-fulfillment of their needs. A person's importance rating of a variable is in reference to how much of something is wanted. Discrepancy explains that dissatisfaction occurs when an employee receives less than what they want and expected (Berry, 1997). This theory indicated that one's satisfaction is measured by his own innate values, so one person may feel satisfied in a specific job while another person in the same job may not be satisfied at all (Yip, Goldman & Martin, 2010). Also, this theory claims that identical twins will have exactly the same level of satisfaction because their standards and values are likely to be similar (Berry, 1997).

So, satisfaction means the "achievement of a need or want" (Gomes, 2009, p.3), thus job satisfaction is an indication of the employee's feelings or what they think of their job. It can be influenced by the quality of relationships within the organization, the quality of the physical environment, and the degree of the work fulfillment. There are many elements that are considered very important to job satisfaction, because they all affect the way a person (Rode, 2004) feels about their job. These elements include: pay, promotions, benefits, supervisor, coworkers, work conditions, communication, safety, productivity, and the work itself. Each of these factors can mean something totally different to each employee and influence an individual's job satisfaction. One might value the paycheck and consider it to be the most important component in job satisfaction, although this is not always true. Employees tend to be more concerned with working in an environment they enjoy and like (Yip, Goldman, & Martin, 2010). Landy developed another theory related to the discrepancy theory to explain job satisfaction, known as the opponent process theory. Landy believed that the main reaction or emotional response combined with the secondary reaction, the afterward emotional reaction, creates a steadily "equilibrium that results in job satisfaction" (Steven, 2008, p.31).

However, according to Hackman and Lawler (1971), job satisfaction occurs when what an individual needs matches the job characteristics. Hackman and Lawler (1971) and Hackman and Oldham (1976) created a model they called the job characteristics model. They stated that there is a strong relation between the characteristics of any job and the work results and outcomes, and it is moderated by how much those employees want to obtain growth satisfaction in their job. They called it the GNS, or "growth need strength." Their conclusion was that in order to have high job satisfaction, the GNS of any employee must match the job's features and characteristics. Hackman and Oldham (1980) state job satisfaction is measured by the job characteristics and their effect on the individual workers. These two researchers claim there are five core characteristics of jobs: skill variety, task identity, task significance, autonomy, and feedback. These five characteristics identify how much impact each job characteristic has on each employee in terms of their attitude and behavior in the workplace.

According to the job characteristics model, the desired results can occur only when the individual employee experiences three psychological states (Robbins, 2001):

1. **Meaningfulness:** Sensing the value and the importance of the job and that it is worthwhile.
2. **Responsibility:** Obtaining a sense of independency in the workplace.
3. **Knowledge of results:** Obtaining feedback about the effectiveness of job performance

These three psychological states are promoted by the characteristics of the job. Meaningfulness is created by three job characteristics; task significance, task identity, and skill variety, while job autonomy and job feedback are the job characteristics that are expected to introduce such states. When matched with the appropriate level of growth need strength, these states are supposed to lead to high level of performance and thus satisfaction (Fried, 2010).

The degree of effort spent by an employee to perform a task and his perception of what a task requires directly affect the employee's job performance. When an employee performs his job well, it leads to rewards that are intrinsic (positively valued work outcomes given by some person or source in the work setting) as well as extrinsic (positively valued work outcomes received directly as a result of task performance; they do not require the participation of another person or source, such as a feeling of

achievement after accomplishing a job). These kinds of rewards increase an employee's satisfaction. Moreover, satisfaction of the individual depends upon the fairness of the reward (Al-Haydar & Bin Taleb, 2005).

There are other job characteristic theories related to the discrepancy theory such as:

Equity Theory:

The equity theory developed in 1963 by John Stacey Adams is based on the level of equality and fairness that the employee receives in return to his contributions at work. The theory describes the employee's desire to find a balance between the ratio of their input (experience, qualifications, capability) to the ratio of the output (incentives, rewards, recognition) they receive, comparing their status with their coworkers. If this comparison is fair, then the employee will reach satisfaction, if not he will be dissatisfied (Al-Haydar & Bin Taleb, 2005). Scholars like Chapman (2006) state "we each seek fairness and balance between what put into our jobs and what we get out of it" (p.1). So, employees continuously measure their feelings, achievements, outputs, and inputs.

Frederick Herzberg's Motivation-Hygiene Theory:

Frederick tried to modify Maslow's need hierarchy theory in 1959. His theory is also known as the two-factor theory or hygiene theory. He portrays two different factors—hygiene factors and motivator factors—as the primary causes of job dissatisfaction and job satisfaction. Hygiene factors are sources of job dissatisfaction. It is associated with the job context or work setting, such as: organizational policies, quality of supervision (Herzberg, 1987), and working conditions. He believes that improving hygiene factors prevents workers from being dissatisfied, but do not contribute to satisfaction. On the other hand, motivation factors are the sources of job satisfaction (Feder, 2000), and it is associated with the job content, for example, recognition, the work itself, responsibilities, and, advancement. In his point of view, building motivation factors into the job enables employees to be satisfied, and the absence of motivation results in low satisfaction, low motivation, and low performance (NetMBA, 2002).

He proposed several key findings as a result of this identification:

People are made dissatisfied by a bad environment, but they are seldom made satisfied by a good environment. The prevention of dissatisfaction is just as important as the encouragement of motivator satisfaction. Hygiene factors operate independently of motivation factors. An individual can be highly motivated in his work and be dissatisfied with his work environment. All hygiene factors are equally important, although their frequency of occurrence differs considerably. Hygiene improvements have short-term effects. Any improvements result in a short-term removal of, or prevention of, dissatisfaction. Hygiene needs are cyclical in nature and come back to a starting point. Hygiene needs have an escalating zero point and no final answer (Herzberg & Frederick, 1959, p 59–83).

This theory also called the motivation-hygiene theory. Frederick Herzberg (1987) stated that job satisfaction level is determined by two factors, which are motivation and hygiene. Motivation is considered to be the force found inside an individual that will push them to work and perform better, as it is very important that individuals need promotions and recognition, etc. Hygiene factors are those aspects of work that have a huge influence and effect on employees, for instance, salary, work environment, and organizational policies, etc. (Doyle & Forsyth, 1973, Goodman, 1989 & Stanton, 1974).

What Makes You Lose Job Satisfaction

Losing job satisfaction will cause an employee stress and depression. There are many reasons for the loss of job satisfaction. Sometimes a worker feels the job is mostly routine, and requires the employee to stay behind a desk and sign papers, and this makes the worker bored and dissatisfied. Conflicts with other employees or supervisors are also good reasons for losing satisfaction, as well as not being rewarded or paid for what an employee has accomplished. The fear a worker feels that he or she may lose the job for any

reason, or the position the worker holds does not match his or her educational qualifications will cause an employee to have a feeling of uselessness, which leads to dissatisfaction. Furthermore, there are many other reasons for losing job satisfaction that vary depending on the job, individual values and expectations (MayoClinic, 1998). Farber (2000) gives four steps for management to assist employees to become more motivated and rejuvenated:

1. Cultivate positive influences.
2. Monitor content input.
3. Take a step.
4. Set goals and go after them.

Work Approach and Job Satisfaction

There are three work approaches that affect an individual's job satisfaction. The first approach is the Job Approach, where an employee believes his or her work is no more than a job, then the worker (Wright, 1985) will focus on how he or she is going to be paid, and how much. The financial aspect is more important, and the higher the salary the more satisfied the worker. The second approach is the Career Approach, when the worker's only focus is on progress and accomplishment (Eskildsen, 2000) of what the career calls the employee to do. The faster this employee gets to progress, the more motivated and satisfied he or she is. The last approach is the Calling Approach, where the employee's focus is on what his or her work asks the worker to do rather than focusing on payment or progression. It is just satisfaction of how the employee is working and the environment of the work (Elizabeth, S., 2007). "Maintain a work environment conducive to the well-being and growth of all employees and how they measure employee satisfaction" (Eskildsen, 2000, p. 581).

Assuring Job Satisfaction

Job satisfaction requires careful planning and effort both by management and by the workers. Leaders are expected to support their employees and to be more efficient in developing a good mix of factors. Because of the comparative distinction of pay rates in the prize system, it is significant that salaries be tied to job tasks and that pay increases are tied to performance rather than seniority (Herzberg's, 1957) & (Maslow, 1943). "Job satisfaction is a product of the events and conditions that people experience on their jobs" (Brief, 1998, p. 15). If a person's work is attractive, her reimbursement is fair, her promotional chances are good, her supervisor is helpful, and her coworkers are pleasant, then a situational approach leads one to expect she is satisfied with her job; very simply put, if the pleasures associated with one's job outweigh the pains, there is some level of job satisfaction (Brief, 1998).

How to Measure Job Satisfaction:

To assess employee satisfaction, many organizations will routinely have obligatory surveys or face-to-face meetings with employees to gain data. Both of these strategies have pros and cons, and should be chosen carefully. Surveys are often nameless, allowing workers more liberty to be honest without fear of retribution. Interviews with company administration can feel threatening, but if done suitably can let the worker know that their voice has been heard and their concerns addressed by those in charge. Surveys and meetings can really get to the heart of the data surrounding individuals' satisfaction, and can be main tools to identify specific problems leading to lowered morale.

Many experts believe that one of the best ways to keep employee satisfaction is to make workers feel like part of a family or team. "Holding office events, such as parties or group outings, can help build close bonds among workers. Many companies also participate in team-building retreats that are designed to strengthen the working relationship of the employees in a non-work-related setting. Camping trips, paintball wars, and guided backpacking trips are versions of this type of team-building strategy" (Ellis, 2010, p.4). Other scholars, like Selden, Sally, and Gene Brewer (2000), state that managers can motivate employees and keep them satisfied. The conclusions of the Selden, Sally, and Gene Brewer study is

High levels of both job performance and job satisfaction often result from a match between individual needs for growth and job characteristics (job scope). 2. Upward and lateral communication doesn't usually affect job performance and job satisfaction when high individual-job congruence exists. 3. Downward communication sometimes affects job performance more than job satisfaction when low levels of individual-job congruence exist (p. 531).

There are many ways of measuring job satisfaction; it all about collecting data in different ways and gathering the results. Each organization must prepare a questionnaire, which is one method of measurement and quite possibly the most beneficial way. In this project regarding Organizational Behavior, I decided to create a survey or questionnaire about job satisfaction. The Al-Ain municipality was the organization chosen for the distribution of the survey Eighty employees were surveyed, all from the northern sector—specifically from the department of roads and lands plans. The survey included ten yes or no questions and one question indicating the level of satisfaction on eight different statements. The survey analysis on each question is presented as chart percentage in the pages below:

Years of working in this organization?

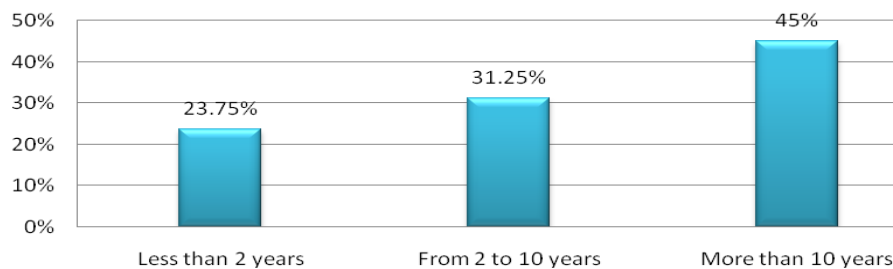


Figure 1: Job experience.

It is obvious that most of these employees have worked at this business since the year 1999 or even earlier. These employees have more expertise than those with less than two years working in this organization. Also, employees who had worked between two to ten years were represented by a good percentage as well, 31.25%. The new employees had the least percentage represented at 23.75%, and the highest percentage at 45% was among those that had worked at least ten years. The difference between the first two columns is very slight, while the difference between the first and third column is wide. Moreover, 23.75% of new employees provide a clue that this organization hired a good number of graduates recently. Irving, Coleman, and Meyer (1994) stated that job knowledge early in one's profession plays an important role in the progress of commitment. It is normally felt that experience increases the level of assurance of workers in an organization, and this may be the case under normal circumstances.

Do you feel that your job suits your educational qualification?

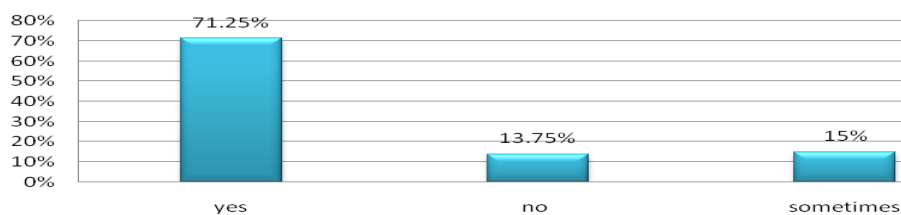


Figure 2: Educational level and Job Satisfaction.

Career survival depends on career resilience and educational level (Casio in Sinclair et al. 2005). It is important that the job suits an employee's educational degree, which is also an important factor for job satisfaction. As shown in the chart above, there is a huge rise in the first column that indicates the answer, "yes". About 71.25% of the employees answered "yes" that their jobs suited their educational qualifications. On the other hand, those who answered "no" were much less, about 14%, and those who said sometimes were at 15%, which is nearer to the percentage of the second column. These numbers indicates that this

organization has been hiring people with particular qualifications or degrees for the right positions. These percentages mean that Al-Ain Municipality is fair in their strategy of hiring.

Do you feel that your job requires you more than your potential abilities?

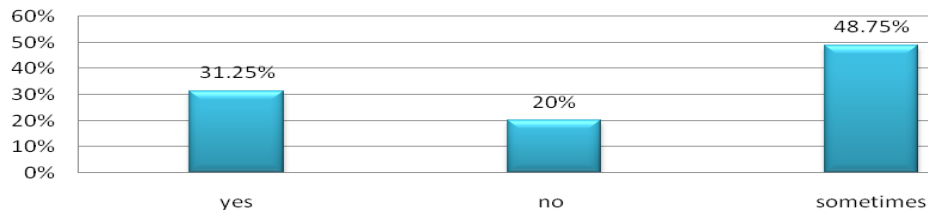


Figure 3: Work duties and abilities.

In the chart above, the results are very clear; the least percentage (20%) is shown in the second column, which represents those who said “no”, while those who said sometimes are the highest percentage at about 48.75%. This means that work is within the limits of one’s potential and thinking abilities; “sometimes” is the expected answer for such questions because the work required is not the same every day—sometimes it increases and other days it decreases. Those who said “yes” are indicated as shown, at about 31.25%; they as well have their own reasons, for example, putting an employee in the wrong place, or surveying an employee with low potential abilities. In 2007, Zeytinoglu, Denton, Davies, Baumann, Blythe & Boos published an article about “*Deteriorated external work environment, heavy workload, and nurses: Job satisfaction and turnover intention*“. They believed that low job satisfaction, abilities, and heavy work are related; the case study related to nurses’ job found that nurses who had workloads heavier than their abilities are less satisfied in their jobs.

Do you get support from other employees when needed?

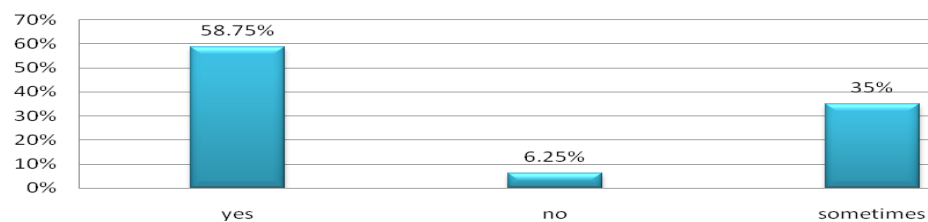


Figure 4: Social Support in organizations.

Motivation among employees is a human psychological characteristic that contributes to a person’s degree of commitment (Adeyemo, 1997). There is a sense of cooperation between employees; they are getting support from each other when needed. It is clear that 58.75% of those surveyed said they get support from other employees. On the other hand, only 6.2% said they did not receive support. Employees who chose “sometimes” were at 35%, which is also not a low number. In addition, this organization has a high level of cooperation and employees who said “sometimes” again likely have reasons that may be personal or related to work.

Does your work gives you a sense of personal accomplishment?

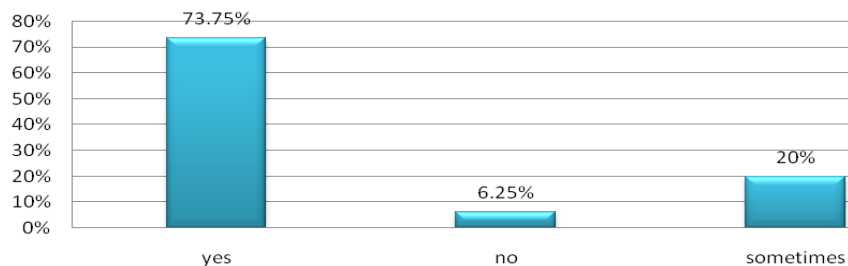


Figure 5: Personal accomplishment.

Feeling that your job and the work you do gives you a sense of accomplishment plays an important role in job satisfaction (Borjas, 1979). Here it is obvious that employees are highly satisfied because of the personal achievement they feel (73.75%). This proves that the jobs they have require them to work and progress, while those who said “no” and “sometimes” do the least.

Do you get a direct communication with your manager whenever you requested?

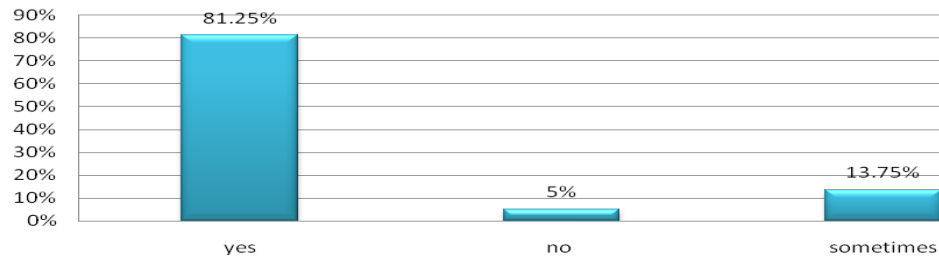


Figure 6: Internal communication.

Employees who said “no” are only at 5%, which means internal communication is very strong. Those who said “sometimes” are indicated by 13.75 %. Those who said “yes” are at 81.25%; they seem satisfied regarding direct communication with their manager. Those who said “sometimes” or “no” may have a good reason—not asking or requesting a meeting. Olajide (2000) agreed that there is one way managers can stimulate motivation and that is to give employees relevant information regarding the consequences of their actions on others.

Are you satisfied with the way your manager treats you?

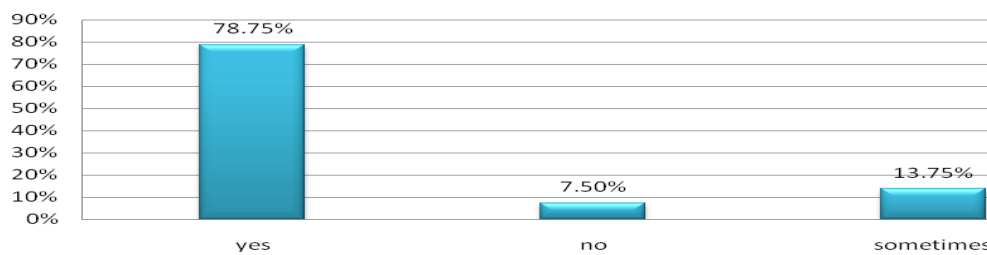


Figure 7: Managers treatments.

Employees’ satisfaction of their jobs includes their relationships with their managers (Wormer, 2005). As long as they feel comfortable in the way they communicate with management, the more there is understanding and commitment between both. Furthermore, the most important thing is the way the manager treats his employees. In this organization, 78.75% of the employees said they were satisfied with the way their manager treated them, while only 7.5% said “no” and 13.75% said “sometimes”. In addition, those who said “sometimes” may have their reasons, such as a result of bad relationship between an employee and his manager, or a misunderstanding. “Information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without the awareness of the pace of the other runners” (Tella, 2007, p.4).

Do your opinions are taken in to a count?

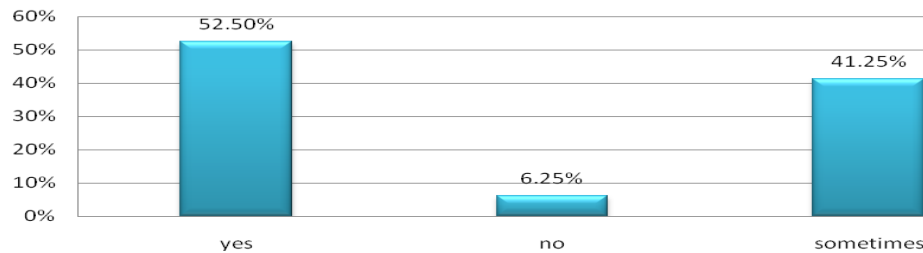


Figure 8: Self-confidence

According to Luthan (1998), job satisfaction is an emotional response to a job situation. As such it cannot be seen' it can only be inferred. It is natural that each employee wishes to express his/her own opinion. Sometimes it is taken into account if it is valuable and would help in developing a task; otherwise, it is not. Employees who said they felt their opinions were taken into account are at about 52.5%, which is near to the 41.25% of employees who said "sometimes". On the other hand, employees who said "no" were only at 6.25%.

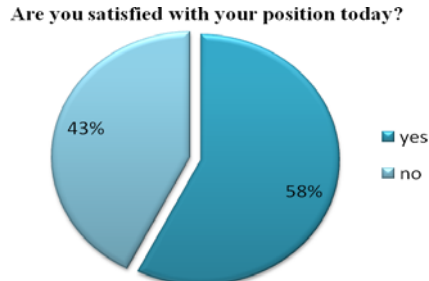


Figure 9: Job satisfaction

Job satisfaction is similar to personal satisfaction, indicated by the inner acceptance of one's position today (Motowidlo, 1996). According to Mitchell and Lasan (1987), it is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studied attitude. This chart above shows there is not much difference between the two percentages, 43% for "yes" versus 58% for "no". Those employees who said they were not satisfied were given an opportunity to write their comments on why they said so. Some mentioned the salary—they said it was quite low—and some said their positions had not changed in many years. Moreover, some employees said that they did not feel settled in their positions, and were afraid of losing their jobs. Others said that their abilities were of higher quality than the positions they received, and that they would give more if given a better position.

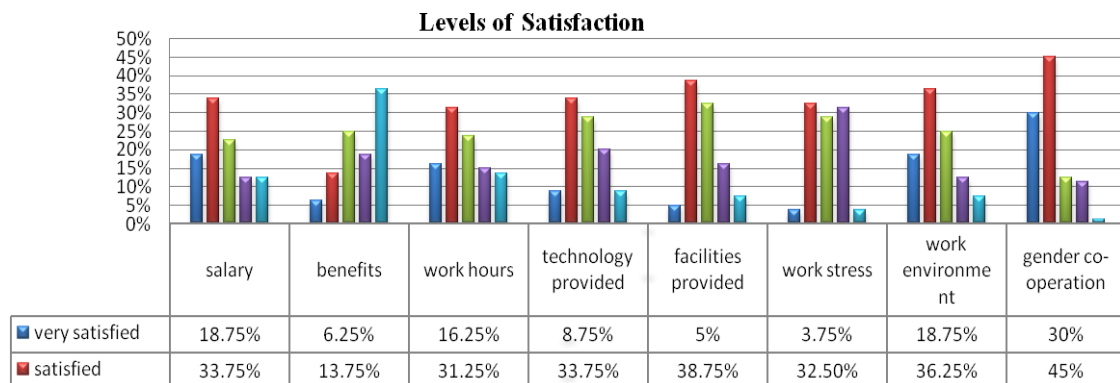


Figure 10: Levels of satisfaction

Salary

It is obvious that these employees are satisfied with their salary; the red column shows the percentage of satisfied workers at about 33.75%, while those who remained neutral are 22.5%. Furthermore, those who said they were very satisfied are 18.75%, and dissatisfied and very dissatisfied are 12.5% only. Smith (1992) believed that job satisfaction and salary can lead to cost reduction by reducing absences, task errors, and turnover.

Benefits

Employees are not satisfied at all with the benefits. Those who said they are very dissatisfied were represented by 36.25%, while employees who are very satisfied are only at 6.35%, which is a very low number comparing to the last two columns. Okpara (2004) did a study about "*The Impact of Salary on Job Satisfaction*", and he suggested that increasing payments and benefits can lead to increased job quality.

Work Hours

Standard work hours in government organizations are generally eight hours, five days a week. Employees who say they are satisfied with their work hours got the highest number, 31.25%, and those who were neutral are at 23.75%.

It would be expected that job satisfaction is negatively related to working hours—that people with longer working hours would be less satisfied with their jobs than those working less hours. However, according to the contributions from Denmark and Portugal, there is in fact a positive relationship between working hours and job satisfaction. In other words, people who work more hours are more satisfied in their work (though it should be pointed out that income may mediate this relationship, as higher income and longer hours are also correlated) (Jorge & Heloísa, 2006, p. 2)

Technology Provided

Employees who were very satisfied and very dissatisfied were at the same percentage, which is 8.75%, and who said neutral are at 33.75%, which means it is not clear enough to judge. More investment in technology would likely increase employee job satisfaction regarding intrinsic and general perspectives (Attar, Sweiss, 2010).

Facilities Provided

Those who were satisfied or neutral are the highest percentages for this question. It may be clear to say that there are facilities provided, if not much, but at least the important facilities, such as office equipment. Facilities play a big role in job satisfaction; in a study by Al-Hussami (2008), it was indicated that providing facilities like beds and supplies can improve and increase job satisfaction.

The average capacities of facilities were around 800 beds with a total of 192 nurses serving in these facilities.... The study utilized the analytical procedure of multiple regressions to determine whether organizational commitment, perceived organizational support, transactional leadership, transformational leadership, and level of education predict a score on the Nurses' Job Satisfaction Questionnaire (p. 288).

Work environment including facilities are necessary in any job, and especially jobs such as public relations.

Work Stress

Employees who said they were very satisfied and very dissatisfied were at very low percentages, about 3.75%. However, those who said satisfied and dissatisfied have a high percentage and are very similar. In this case we cannot judge; it may be due to personal opinion. "High levels of work stress are associated with low levels of job satisfaction" (Nor & Mansor, p. 301, 2009). Fairbrother and Warn (2003) wrote that occupational stress can be harmfully connected to job satisfaction among navy trainees onboard ship.

Work Environment

"The working environment in mental health wards has been shown to have profound effects on the health and work stability of mental health workers" (Berlin & Heidelberg, 2004, p. 576). In Figure 10, employees seem to indicate they like the work environment; the highest percentage is for those who were satisfied and 25% stated they were neutral.

Gender Cooperation

Many studies that were published by numerous scholars, like Wang, Lawler & Shi (2010) who found that “the relationships between male and female regarding work satisfaction self-efficacy were more negative for women than for men” (p. 298). However, in this study, the researcher found that most of the employees said they were satisfied and some were very satisfied with the company’s decisions about gender cooperation in the workplace.

RESEARCH THEMES

The researcher analyzed the interviews, regarding four different themes including facilities, job requirements, management, and internal communication, and their effect of job satisfaction. Each interviewee was coded during the interview, because all interviewees preferred to omit their names to speak freely and maintain confidentiality.

Facilities, distance, and qualifications are balanced in government organizations

Interviewee (1) assumed the current job offered him certain privileges compared to other organizations, which offered these benefits to foreigners only. The municipality provided a free car, a certain amount of reimbursement for the phone bill, and travel tickets. Interviewee (2) answered that the best thing in his/her current position is that it was suitable to the major previously studied—graphic design. Interviewee (3) said he/she appreciated his/her qualifications and abilities and the work was very close to home. Interviewee (4) believed that “the best thing in working in my current department is working in customer service, because it gives me the chance to deal with different people, which is something I like to do and I am really interested in”. Interviewee (5) agreed that “my current position as supervisor gives me the role of decision-maker most of the time, which influences the work conducted”. Interviewee (6) answered, “my current position gives me opportunities to be creative; it provides me with chances to work on the practical side rather than the theoretical side”. Interviewee (7) said that the best thing working in this company was the type of work conducted by his/her department, which was responsible for general projects held in Al-Ain city in terms of infrastructure. He added that the way of conducting the job was one of the best things about working in contracts for him; the work was conducted by groups, the groups were divided into three groups, which only focused on the finishing the paperwork of the project. Interviewee (8) explained that she liked the nature of the work because it enabled her to deal with a lot of customers. She continued, “I like working with people.”

Interviewee (9) said “I’m dissatisfied with the my current position because it focuses on paperwork that does not fit my major as a civil engineer, which requires a technical work background”. Interviewee (10) also said, “I like working in my department because my current position fits my major. I feel that I apply what I studied in university.” She continued, “I’m given huge space to develop work”. Interviewee (11) explained that the best thing in his/her job was the executive decisions and the coordinating role that the department played in moving the contracts during the project. Interviewee (12) clarify that he received recognition even from his general manager; he explained that the municipality rewards the talented employees who add achievements to the municipality. He pointed to a reward he received regarding an incentive he made, signed by the general manager and the executive directors.

Equality, management of old buildings, and job ranks must be changed

Interviewee (1) believed it would be better if the current evaluation system changed to include the coworkers opinions, not just the direct supervisor and head manager. Because the employee’s coworkers are in direct contact with the employee, the coworkers work with the employee every day and know the type of work being conducted, which makes the coworkers more knowledgeable about the employee than the management. Interviewee (2) answered that there were difficulties regarding the salaries, bonuses, and promotion system that had been reduced as result of the economic crisis. Interviewee (3) responded “it would better if all the advertisement units of Dubai’s municipality combine together in one body to increase the effectiveness and efficiency of work outcomes”. Interviewee (4) agreed that “my department should treat all customers equally according to the existing laws; I also would like to have some power that enables me to make decisions without going to my direct supervisor to facilitate the work process”. Interviewee (5)

answered that the salaries and upgrade of systems of Dubai's municipality were problematic; she said that the degree of effort she put in her work compared to her salary was not fair compared to other organizations.

Interviewee (6) commented that the general administration of the Dubai municipality should give more attention to all eight levels/job ranks of workers. They should raise salaries because they are the core of the work processes in the organization. They should be motivated more to complete the last stage in the work process. Interviewee (7) said that the municipality building should be renovated, re-organizing areas like employee parking and increasing the staff. Interviewee (8) answered there is disorganization of the work conducted by the department, which forces him and his colleagues to take on extra responsibilities, the responsibilities of "generic employees", and he would like to see better organization. Interviewee (9) answered that it was important to choose the right person for the right job. Interviewee (10) explained many changes should be implemented, particularly in having clear work flow, clear job descriptions, and a reduction in paper work. Interviewee (11) said "I wish to see policies undertaken to develop the IT database because it will improve the quality of the job and make it easier". Interviewee (12) mentioned he would like to implement an electronic system that makes it easier for consumers to be serviced electronically.

Sense of personal accomplishment and job satisfaction

Interviewee (1) said that "as a student, the environment within the department helps to create a balance between my work and studies; the law itself encourages me as a student to fulfill my improved work requirement and maintain my higher education. Interviewee (2) answered, "yes, I feel personal accomplishment because my work position is suitable to my major and I get recognition for my efforts in the work I conduct. Interviewee (3) agreed that he held certain power that allowed him to influence work conduct. Interviewee (4) answered "I'm interested in dealing with people; my current position gives me sense of personal accomplishment because it gives me a chance to meet and help different people". Interviewee (5) felt personal accomplishment because he is a decision-maker most of the time.

Interviewee (6) felt that the administration method provided him complete and trusted authority to direct the department, which gave him freedom to accomplish the job. Interviewee (7) said "definitely, I feel job satisfaction because I'm satisfied with my job". Interviewee (8) answered he or she had maybe around 70% of his/her personal accomplishments. Interviewee (9) did not feel job satisfaction because of work discrimination.

Interviewees (10), (11), and (12) stated that their work gave them a sense of accomplishment because recognition of their project initiatives gave them incentive to do more and prove themselves, thereby increasing their morale to the extent that they continued work on the project when they came back home; it became a challenge to them.

Management and job satisfaction

Interviewee (1) answered that during her first months of work, "my direct supervisor was so strict as the new head of the department, but after several meetings she changed and started to understand the work environment and employee demands". Interviewee (5) said, "I'm satisfied with the direct manager because she understands the employee's demands and participates in social activities with them". Interviewee (6) answered "I'm satisfied", with the implementation of modern administration in which the leader gives direction and then allows the employees complete freedom to accomplish the job. She explained that a successful leader deals with subordinates not as a boss but as their coach. Interviewee (7) agreed with interviewee (6), "I'm satisfied", because the job requirements are clear, and his supervisor did not assign things that the interviewee did not agree with. Interviewees (8) and (9) were sometimes satisfied regarding their managers and leaders. "I'll give 50% to my satisfaction score toward the direct supervisor" (Interviewee 9). Interviewee (10) mentioned he is not satisfied because he needs more feedback and follow-up and he missed direction. Interviewee (11) is not satisfied with high-level management; he has an open door and environment. Interviewee (12) replied "I have a good relationship with my manager in which we work to the best abilities of the department; there are meetings, discussions, and differences in points of view".

DISCUSSION

In conclusion, job satisfaction is a very important element that contributes directly to the success (Tella, 2007) or failure of an organization. Satisfied workers influence positively the work outcomes, which lead to the success and growth of the organization (Silverthorne, 1996). In the Al-Ain municipality case study, the main causes of job dissatisfaction are the work volume, disorganized work flow, and the heavy responsibility that the employees suffer from; the work itself and working conditions represent major dimensions that affect the job satisfaction level. On the other hand, the economic tension in the Dubai municipality represents the major cause of employees' dissatisfaction compared to other organizations in Dubai. Also, the obstacles that employees face in achieving promotions reduce job satisfaction. Promotion opportunities and financial benefits are considered important dimensions affecting the job satisfaction level. The researcher suggests that improving job skills, equality, developing individual projects, studying positive thinking and motivation techniques, reducing negativity, and granting rewards can increase job satisfaction.

According to the discrepancy theory that was developed by Lawler, who agreed that job satisfaction was determined by a motivational structure, the individual worker measures job satisfaction based on what they get versus what they believe they deserve. Most of the interviewees in this research established that "satisfaction is determined by the difference between the exact amount a person received and what they expected" (Steven, 2008, p.30). In addition, the equity theory, developed in 1963 by John Stacey Adams, is related to job satisfaction and can be applied in this study. It is based on the level of equality and fairness that the employee receives in return to his contributions at work. All the participants agreed that fairness can affect their job satisfaction. The theory states that employees desire to find a balance between the ratio of their input (experience, qualifications, capability) to the ratio of their output (incentives, rewards, recognition), comparing their status with their coworkers. It is clear that interviewees in both municipalities, Al-Ain and Dubai, understand the relationship between managers and employees, and if they are satisfied regarding the internal structure and the administration's communications and direction, they will have job satisfaction. Lee (1999) wrote in his article, "The Importance of Justice Perceptions on Pay Effectiveness", that job satisfaction is linked to fairness and clear direction inside organizations. He discussed:

Job satisfaction and the relationships between fairness, perception, and pay system design. The increase in the adoption of job satisfaction is, in part, due to the expected benefits and fairness in worker productivity, motivation, and work team effectiveness, and workforce flexibility to adapt to changing production needs (p. 851).

Frederick Herzberg's motivation-hygiene theory, developed in 1959, which is also known as the two-factor theory or hygiene theory, portrays two different factors—hygiene factors and motivator factors—as the primary causes of job dissatisfaction and job satisfaction. Hygiene factors are sources of job dissatisfaction. It is associated with the job context or work setting, such as: organizational policies or quality of supervision (Herzberg, 1987). According to motivation-hygiene theory, improving hygiene factors will prevent people from being dissatisfied but do not contribute to job satisfaction. On the other hand, motivator factors are the sources of job satisfaction (Feder, 2000), and associated with the job content. In testing research hypotheses, job satisfaction is not only equal to a higher salary, the first research hypothesis, as many people believe in the UAE. In many public organizations, employees get a high salary but are not satisfied 100% in their work. Consequently, job satisfaction occurs when someone feels that he/she has proficiency, value and is worthy of recognition (Garcez, 2006). The researcher found that the second hypothesis—creative employees are more provoked and fulfilled in their jobs—is true. It was also noted that it is not always those people who have more experience who receive more job satisfaction.

In the research survey and interviews, the researcher found that many employees are satisfied with their jobs if they have clear information, directions, facilities, and good relationships with their managers. In these conditions, improving the awareness of communication and work environment are the basics of job satisfaction. Also, the researcher suggests future studies must focus on work stress and job satisfaction. There are limited sources related to this topic. In addition, there are limited studies comparing heavy workloads and job satisfaction.

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